



# Social Risk Management and Development



**Intermediate Level**

**Bangkok, 13 – 14 May 2014.**

# Introduction

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## The course

Conflict dynamics are often considered from the perspectives of security or public reporting, however, by understanding the social risks and developing prudent strategies can offer real opportunities for extractive and petroleum companies to obtain a deep and durable social license to operate.

The course will focus on proactively managing social risks and the application of effective tools and methodologies for extractive and petroleum industries.

Areas covered by the training:

- Understanding the context (stakeholder and conflict mapping tools)
- Stakeholder engagement
- Community outreach project design
- Management of grievances
- Monitoring and evaluation

# Introduction

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## What will participants learn?

Participants will learn the key tools and skills that exist in the development aid community which can be useful to understand social risks and develop effective strategies to engage constructively and avoid, or manage, potential risks.

## What will be the benefits for the participants?

- Awareness of the challenges facing operations in fragile or unstable environments
- A **concrete framework** to identify priority issues, develop plans to address them, and evaluate performance
- A **shared communicable vision** between all the project's internal and external stakeholders

# Training objectives

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This practical course will enable participants to better manage the risks to their operations and to their host communities in fragile environments

## Issues

Projects in fragile countries can bring economic benefits, but they can also intensify instability and conflict if local issues are not taken into account – multinational companies need to be able to recognise this risk, and optimise their impact on the host community

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## Philosophy

Sensitivity to the fragility of the host community and the management of project risk are inextricably linked – if managed as a unified issue then these mutual challenges are resolved more efficiently and effectively

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## Approach

- Concrete and actionable tools
- Practical applications in case-work teams
- Fluid discussion to share participants' knowledge and experience
- Breaking down functional silos to enable a holistic view of the issues

# Intended Participants

The intended participants are middle and senior managers in functions related to risk management and social and political engagement in long-term overseas projects

## Functions which will benefit

The following functions would particularly benefit:

- Country management
- Project management
- Health, safety and environment
- Government and external affairs
- Community relations
- Corporate social responsibility
- Corporate integrity
- Security
- Risk management

## Sectors and activities which will benefit

Large-scale, long-term operations in unstable developing countries that are exposed to instability and conflict

Those who are involved with long-term, on-the-ground investments in volatile regions, this course will be invaluable

In the past this has mainly included extractives and infrastructure firms but - with increasing off-shore supply, production, and marketing - there are few industries which do not face risks in unstable environments

# Key Elements for Success

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There are four key elements to a successful management of social risk around extractive projects:

## Good Analysis

- Ability to relate to the local stakeholders in a way that generates joined up thinking with them.
- Simple analytical tools to capture the information and present it in a verifiable way with clear identification of costs in a corporate risk framework.

## Implementation Capacity

- Ensure that the issues to be addressed are aligned to solutions, while relying on existing company tools and policies.
- Obtain, structure and deploy key resources, in particular personnel, funding, equipment.

**Methods to secure all four  
will be provided at the  
course**

# Course outline

## Day 1

### What is the situation we are entering into?

- Prior to the company's country entry, expansion, or new project, what is the situation on the ground?
- What are principal drivers of past and current transition or conflict?
- What is the optimal level of commitment for management? What are the cost scenarios?
- What will the operation's impact be on the situation? What are individual issues?

## Day 2

### How will we affect the situation, and how will it affect us? What should we do?

- Who could have the greatest effect on the project? Whom do we need to take into account?
- How can managers anticipate changes and maintain trust?
- What are the company's priority measures, and how might these evolve over time?
- How can management monitor, evaluate and continually improve risk management?

# Facilitator

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## Emery Brusset

Mr Brusset has a background in sociology and international relations from Yale and the London School of Economics. After working in humanitarian programmes, he has gained over seventeen years' experience in carrying out social impact assessments, stakeholder engagement and resettlement. He has facilitated many similar training sessions around the world for personnel from headquarters and the field. Mr Brusset is French, resides in Brussels, and is the Director of Channel Research.

# Logistics

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## Practicalities

The full price of the training session is USD\$1,200.

This year a close collaboration between Channel Research and EDG will give participants the opportunity to attend Channel's two day-training and EDG's [Effective Development Conference 2014](#).

The training fees include training, materials, breakfast, lunch, coffee breaks and training location for 2 days and the entrance of the Effective Development Conference.

The course will take place in the Eastin Hotel in Bangkok.

For more information please contact **our training staff:**

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## Previous Clients and Participants



***“The contents focus on the participants’ needs”*** Mrs. Achara Achara Varadhama-Pinich-Issue and Stakeholder Management (SSHE)

***“Resourceful, Intense, and Impressive in-depth”*** Seun Olakotan, GTPL, Nigeria

***“Good and recommended for those who are involved in social programmes development”***  
BP Indonesia

